



ORGANIZATIONAL BEHAVIOUR GROUP DYNAMICS

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Overview

- Defining Groups
- Defining teams
- Types of teams
- Group development perspective
- Problems in team work
 - Free riding and social loafing
 - Groupthink



Groups

- Any number of people who share goals, often communicate with one another over a period of time and are few enough so that each individual may communicate with all the others, person-to-person.
- People form groups to fulfill certain needs (task accomplishment, security, affiliation etc)

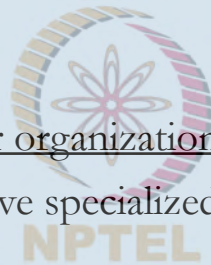


What is a team?

- Group of people working together cooperatively.
- A special type of group in which people work interdependently to accomplish a goal.
- Two or more people who must coordinate their activities to accomplish a common goal.
- A work team is an interdependent collection of individuals who share responsibility for specific outcomes for their organizations.

Differences between team and group

- Distinction is not clear cut.
- Different view points
 - Teams are groups in work settings.
 - Teams are structured groups of people working on defined common goals that require coordinated interactions to accomplish the task.
 - Teams have more accountability.
 - Teams have high level of synergy.
 - Teams are usually are parts of larger organization.
 - Specific assigned roles (members have specialized knowledge, skills and abilities).
 - Limited size



Types of teams

- Production groups: usually semi-autonomous and supervisor-led.
- Service groups: airline attendant teams, maintenance groups and customer service/sales teams.
- Management teams: involved in management functions.
- Project teams: usually cross functional
- Action and performing teams
- Advisory teams
- Self-managing teams



Group development perspective

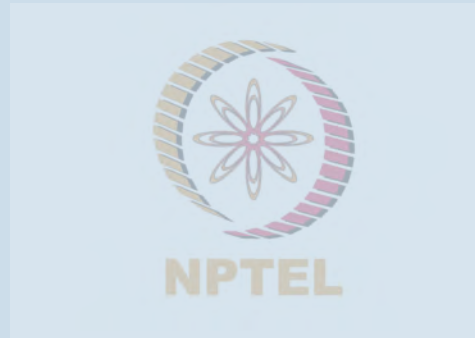
- ◎ Tuckman and Jensen (1977) model
- ◎ Forming
 - › Orientation: members getting to know one another
- ◎ Storming
 - › Conflict: disagreement about roles and procedures
- ◎ Norming
 - › Structure: establishment of rules and social relationships
- ◎ Performing
 - › Work: focus on completing the task
- ◎ Adjourning
 - › Dissolution: completion of task and end of the group





Problems in team work

- Free Riding and Social Loafing
- Groupthink

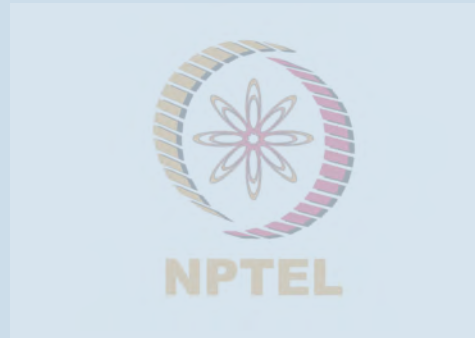


Free riding and Social loafing



Reasons for free-riding

- Diffusion of responsibility
 - Deindividuation
- Sucker aversion



Conditions for social loafing

- Large team size
- Perceived low instrumentality
- Low trust
- Perceived low/negative valence
- Presence of an “eager beaver”!
- Mundane task
- Cultural and individual factors



Tackling social loafing

- Increase identifiability
 - Weekly reporting
- Promote involvement
 - Interesting and challenging jobs
 - Pride in membership
- Reward team members for performance
 - Symbolic rewards
- Strengthen team cohesion



Tackling social loafing.....

- Increase personal responsibility
 - Setting own performance goals
- Use team contracts
- Provide internal feedback reviews
- Maintaining the “right size”



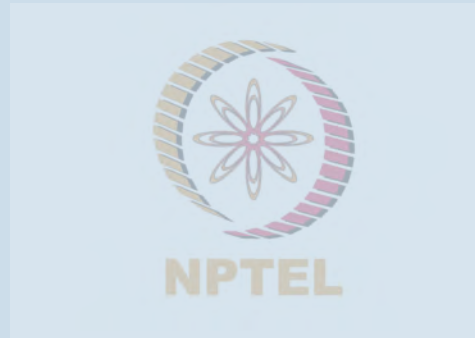
Groupthink

- A type of thought exhibited by group members who try to minimize conflict and reach consensus without critically testing, analyzing, and evaluating ideas.



Characteristics of groupthink

- Illusions of invulnerability
- Collective rationalization
- Unquestioned belief
- Stereotypical views
- Direct pressure
- Self censorship
- Shared illusion of unanimity



Remedies to overcome groupthink

- Organizational remedies
 - Multiple groups examine same issue
 - Training

- Leader oriented remedies
 - Encourage critical thinking
 - Outsiders to evaluate ideas critically
 - Assign devil's advocate
 - Remain objective



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Remedies to overcome groupthink

- Member oriented remedies
 - Evaluate all ideas before taking a decision
 - Share ideas with outsiders
- Process oriented remedies
 - Use subgroups to develop alternatives
 - Compare other organizations' solutions
 - Hold a second chance meeting

